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EXCOM 82-7061  
13 December 1982

MEMORANDUM FOR: Executive Committee Members

FROM: [REDACTED]

Executive Assistant to the DDCI

SUBJECT: Minutes of 2 December 1982 Executive Committee Meeting: Long-Range Planning, Phase IV, Support Capabilities

1. The Executive Committee met on 2 December 1982 to review the Phase IV long-range planning papers on personnel requirements and research and development support capabilities. [REDACTED] chaired the session; participants included Messrs. McMahon (DDCI); Hineman (DDS&T); Fitzwater (DDA); Stein (DDO); Gates (DDI); Taylor (IG); Childs (Comptroller); and Glerum (D/Personnel). [REDACTED]

2. Personnel Planning. [REDACTED] reviewed events in the planning cycle to date and outlined the next steps. He highlighted papers submitted by the Comptroller and the General Counsel for this phase of the planning process. He noted that the personnel planning paper was a catalog of present and future problems and the solutions suggested were tantamount to continuing existing practices with slightly more resources. Highlighting the paper, Mr. Glerum stated that more personnel officers would be required for the components, recruiting and retaining high quality employees would become increasingly challenging, and offsets would be required to counter Government service becoming less attractive. In response to [REDACTED] questions, he acknowledged that suggested solutions to the latter included improved benefits and a special pay scale for hard-to-get high technology specialists. He also noted that productivity measurement programs would only be applicable in some areas. [REDACTED]

3. Mr. Gates stated that he was disappointed with the lack of alternatives presented in the paper. He observed that Congress probably would be more inclined to have CIA benefits conform to those in the rest of the Government rather than to improve CIA's benefit package. He noted the lack of any differentiation among the problem sets facing the five career services. He questioned the gains to be realized from productivity measurement. Mr. Gates suggested a number of significant issues on the horizon that should be addressed in the Agency's personnel planning process: the changing character of secretarial/clerical work in the wake of increasing office automation, including SAFE and CRAFT; the impact of slowed promotion rates leaving many GS-15s with dim prospects for career

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advancement; the need to develop incentives other than money to retain and motivate employees; the implications of an increased percentage of specialists with narrow ranges of expertise; and the impact of changing societal values on the work ethic of newer employees. [ ]

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4. Mr. Stein said that he had similar concerns. He believed that many of the problems could be solved if they could be broken down into their directorate parts. He acknowledged that the "one-Agency concept" was valid in many areas to ensure equity, but in others it could compound the problems of working in a large bureaucracy and dilute the career satisfaction that was more easily attained in smaller units. Mr. Hineman concurred with the latter point. He objected to the negative tone of the planning paper, noting that people worked at CIA because of their interest in their work and loyalty to the organization, not just for money and benefits. Mr. Fitzwater thought the problems identified in the paper as well as those noted by Mr. Gates were valid. He observed that the environment the paper projected for the future was already here. [ ]

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5. Mr. Taylor concurred with the concept of employees being less inclined to spend entire careers at the Agency as "portable" benefits became more common (e.g. Medicare, IRAs). He suggested that dual career families should be considered a potential asset, not a problem. Given the relatively small percentage of employees serving overseas, Mr. Taylor thought concerns about attracting employees to overseas service were overblown. He noted that much of the Agency's significant work is performed by contractors, and the Agency has been unimaginative in tapping this skilled pool of people. He suggested the possibility of establishing wholly owned subsidiaries to do specialized tasks. [ ]

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6. Mr. McMahon said that the discussion had been very constructive. He agreed that the secretarial issue merited attention and suggested the IMS conversion program as a model. He stated that surfacing issues like this one would be one of the tangible benefits of the planning process. Mr. McMahon agreed that with some imagination and good management, dual career families should be a plus for the Agency. He was dismayed by the materialistic theme throughout the paper. He was disappointed that the paper did not reflect what he considered to be the spirit of CIA employees who derived great satisfaction from the enormous challenge of their work. Given the Agency's inability to compete with the private sector financially, he suggested concentrating on competing in other ways. Mr. Glerum said that CIA applicants were not motivated only by money, but today's economy did make money more of a factor than in other time periods. [ ] concluded that the personnel paper had served as an excellent catalyst for surfacing many ideas worth pursuing. [ ]

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7. Research and Development Support Capabilities. Mr. [ ] highlighted the key judgments of the R&D paper and asked the Committee to consider if the Agency should focus its R&D efforts in any particular areas, such as clandestine technical collection; which areas held the greatest possibilities for success; whether enough money could be invested in artificial intelligence or microelectronics to make a difference; and what areas the Agency could invest in that would make a difference. Mr. Stein said that he would favor concentrating on clandestine technical collection. Mr. Hineman explained that R&D was also required to support analysts and improve security. [ ] suggested the need to establish priorities and concentrate on those areas unique to CIA. Mr. Gates advised that the work ORD has been doing for the DDI in grain forecasting, oil forecasting and political instability was critically important. He urged that ORD continue to support both DDO and DDI. Mr. Gates suggested that the projected modest growth in R&D funds was probably insufficient. [ ]

8. Mr. Fitzwater thought that if the Agency could not spend more on R&D, it should invest its resources where they could do the most good. Mr. Gates pointed out the need to recognize that when dealing with future technologies, the Agency might pursue a lot of blind alleys, but the probable one success out of ten would be worthwhile. Mr. Taylor was disappointed that the R&D paper did not generate more new ideas. He suggested that artificial intelligence would become increasingly applicable to analysis during the next ten years. Mr. Childs thought the paper should do more in defining what was really important. He was appalled by the indication in one of the attachments that preparations for handling the data to be obtained by COBRA JUDY still had not been made. [ ]

9. Mr. McMahon pointed out that the Agency's track record in R&D had been good, often on the cutting edge of the state of the art. He believed, however, that the Agency was spending too little in this important area. [ ] thanked the participants for their suggestions and adjourned the meeting. [ ]

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